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Mr. Frank Pace, Jr.  
President  
General Dynamics Corporation  
445 Park Avenue  
New York 22, New York

Dear Frank:

I just arrived in the office from a trip to Europe and found your letter of 18 September on my desk.

I was particularly fond of Gordon and agree with you that our country lost an outstanding man upon his death. The "nine points" certainly reveal the sterling qualities that he possessed.

Your thoughtfulness in sending this to me is indeed appreciated.

Once again, many thanks and kindest personal regards.

Sincerely,

Allen W. Dulles  
Director

O/DCI/ [REDACTED] 25 Sept 58

Distribution:

Orig - Addressee

1 - DCI

1 - AAB

✓ 1 - ER w/basic

1 - Reading

2EB 51 8 23 AM '58

*"P.S. This was written  
for me - not knowing  
our paths would cross  
in Europe - w/ A.H.D."*

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GENERAL DYNAMICS CORPORATION  
445 PARK AVENUE

NEW YORK 22, N.Y.

Executive Registry

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FRANK PACE, JR.  
PRESIDENT

September 18, 1958

Dear Mr. Dulles:

The country lost an outstanding man on the death of Gordon Dean. Prior to his death Gordon jotted down on the back of an envelope nine points which seemed to me to be a guide to worthwhile living.

I felt you would appreciate reading this and having it as a remembrance of a very fine man.

Sincerely,

*Frank Pace Jr*

Mr. Allen W. Dulles, Director  
Central Intelligence Agency  
2430 E Street  
Washington 25, D. C.

FPjr/mbo

Enclosure

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Lessons learned:

1. Never lose your capacity for enthusiasm.
2. Never lose your capacity for indignation.
3. In judging people don't type them too quickly; but in a pinch never first assume that a man is bad. Assume first always that he is good or than no worst he's in the grey area between bad and good.
4. Never be impressed by wealth alone or thrown by poverty.
5. If you can't be generous when it's hard to be you won't be when it's easy to be.
6. The greatest builder of confidence is the ability to do something -- almost anything -- well.
7. When that confidence comes -- then strive for humility. You aren't as good as all that.
8. And the way to become truly useful is to seek the best that other brains can offer. Use them to supplement your own and be prepared to give credit to them when they have helped.
9. The greatest tragedies in world and personal edicts stem from misunderstandings. Answer communicate.

## Lessons learned:

- ① Never lose your capacity for enthusiasm.
- ② Never lose your capacity for indignation.
- ③ In judging people don't type them too quickly; but in a pinch <sup>name first</sup> assume that a man is bad. Assume first always that he is good <sup>at his work</sup> & that <sup>he</sup> has in the grey area between bad & good.
- ④ Never be impressed alone by wealth or thrown by poverty.
- ⑤ If you can't be generous when it's hard to be you won't be when it's easy to be.
- ⑥ The greatest builder of confidence is the ability to do something - almost anything - well.
- ⑦ When that confidence comes - then strive for humility. You aren't as good as all that.
- ⑧ And the way to become truly useful is to seek the best that other brains can offer. Use them to supplement your own & be prepared to give credit to them when they have helped.
- ⑨ The greatest tragedies in world & personal events stem from misunderstanding. Assume common sense.